

# EMADLANGENI MUNICIPALITY



## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2009/2010 BUDGET PLAN

<p style="text-align: center;"><b>EMADLANGENI MUNICIPALITY</b></p>          <p style="text-align: center;"><b>TABLE OF CONTENTS FOR THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (S D B I P)</b></p>	
1. Introduction	
2. Monthly Projections of Revenue by Source	
3. Monthly Projections of Expenditure (Operating and Capital) and Revenue for by GFS votes	
<p>4. Quarterly Projections for Service Delivery Targets and other Performance Indicators</p> <p>4.1 Municipal Manager's Office</p> <p>4.2 Manager: Corporate Services</p> <p>4.3 Manager: Engineering Services</p> <p>4.4 Budget and Treasury Office</p>	
5. Ward information for Expenditure and Service Delivery	

**Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:**

**" a detailed plan approved by the mayor of the municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of top-layer) the following:**

**(a) Projections for each month of-**

**(i) Revenue to be collected, by source, and**

**(ii) Operational and capital expenditure, by vote**

**(b) Service delivery targets and performance indicators for each quarter."**

**(c) Ward information for expenditure and service delivery**

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early June). However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high level) detail of the SDBIP that is required to be made public.

It is output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in -year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in year monitoring is designed to pick up major problems only, and aimed at ensuring the mayor and the municipal manager are taking corrective steps when any anticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal managers and senior managers determined at the start of every financial year approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public - private partnerships, service contracts and etc.

### **The SDBIP concept**

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets, must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end - of - year annual reports.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP in less than 7 days after the council approves the budget. Legally, to take account of possible revisions to the budget, the Act allows for this to take place no later than 28 days after budget approval. However, the municipality has had a biggest challenge in approving its budget as a result of council having their political

differences but with the interventions of the MEC of Local Government and Traditional Affairs we are hoping things to be sorted and everybody can start their service delivery to the community, furthermore the municipality is highly dependent on grants due to the fact that our municipality is serving a rather a community with a high level of unemployment and the income base is extremely minimal.

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## MONTHLY PROJECTIONS OF REVENUE BY SOURCE 2009/2010

### MONTHLY PROJECTIONS OF REVENUE BY SOURCE

	Annual	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
	R	R	R	R	R	R	R	R	R	R	R	R	R
<b>MONTHLY PROJECTIONS OF REVENUE BY SOURCE</b>													
Property rates	1,819,550	151,629	151,629	151,629	151,629	151,629	151,629	151,629	151,629	151,629	151,629	151,629	151,629
Property rates - penalties imposed and collection charges	1,000	83	83	83	83	83	83	83	83	83	83	83	83
Service charges - electricity revenue from tariff billings	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue from tariff billings	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue from tariff billings	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse removal from tariff billings	392,980	32,748	32,748	32,748	32,748	32,748	32,748	32,748	32,748	32,748	32,748	32,748	32,748
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Service Levies	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments	3,000	250	250	250	250	250	250	250	250	250	250	250	250
Interest earned - outstanding debtors	1,500	125	125	125	125	125	125	125	125	125	125	125	125
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	164,800	13,733	13,733	13,733	13,733	13,733	13,733	13,733	13,733	13,733	13,733	13,733	13,733
Government grants & subsidies	17,384,131	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677	1,448,677
Other	(213,021)	17,752	17,752	17,752	17,752	17,752	17,752	17,752	17,752	17,752	17,752	17,752	17,752
<b>Total Revenue By Source (Balanced to Cash Flow)</b>	<b>19,553,940</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>	<b>1,664,997</b>

**MONTHLY PROJECTIONS OF REVENUE BY VOTE 2009 / 2010**

MONTHLY PROJECTIONS OF REVENUE BY SOURCE	Annual	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
	R	R	R	R	R	R	R	R	R	R	R	R	R
Executive & Council	15,567,338	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17	1297278. 17
Finance & Admin	1,348,100	112,342	112,342	112,342	112,342	112,342	112,342	112,342	112,342	112,342	112,342	112,342	112,342
Planning & Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Health	0	-	-	-	-	-	-	-	-	-	-	-	-
Community & Social Services	1,606,702	133,892	133,892	133,892	133,892	133,892	133,892	133,892	133,892	133,892	133,892	133,892	133,892
Housing	310,480	25,873	25,873	25,873	25,873	25,873	25,873	25,873	25,873	25,873	25,873	25,873	25,873
Public Safety	1,247,680	103,973	103,973	103,973	103,973	103,973	103,973	103,973	103,973	103,973	103,973	103,973	103,973
Environmental Protection	0	-	-	-	-	-	-	-	-	-	-	-	-
Waste Management	0	0	0	0	0	0	0	0	0	0	0	0	0
Roads	0	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	6,357,949	529,829	529,829	529,829	529,829	529,829	529,829	529,829	529,829	529,829	529,829	529,829	529,829
Sports & Recreation	1,292,955	107,746	107,746	107,746	107,746	107,746	107,746	107,746	107,746	107,746	107,746	107,746	107,746
Rates	5,337,899	392,008	392,008	392,008	392,008	392,008	392,008	392,008	392,008	392,008	392,008	392,008	392,008
Other	162,697	9,217	9,217	9,217	9,217	9,217	9,217	9,217	9,217	9,217	9,217	9,217	9,217
<b>Total Revenue By Vote (Balanced to Cash Flow)</b>	<b>33,231,804</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>	<b>2,712,158</b>

**MONTHLY PROJECTIONS OF OPERATING EXPENDITURE BY GFS VOTES (GOVERNMENT FINANCIAL STATISTICS) 2009 /2010**

		Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
	FULL YEAR ESTIMATES	R	R	R	R	R	R	R	R	R	R	R	R
Executive & Council	8,421,560	701,797	701,797	701,797	701,797	701,797	701,797	701,797	701,797	701,797	701,797	701,797	701,797
Finance & Admin	4,273,539	356,128	356,128	356,128	356,128	356,128	356,128	356,128	356,128	356,128	356,128	356,128	356,128
Planning & Development	-	-	0	0	0	0	0	0	0	0	0	0	0
Health	-	-	0	0	0	0	0	0	0	0	0	0	0
Community & Social Services	2,324,304	193,692	193,692	193,692	193,692	193,692	193,692	193,692	193,692	193,692	193,692	193,692	193,692
Housing	11,283	940	940	940	940	940	940	940	940	940	940	940	940
Public Safety	1,289,265	107,439	107,439	107,439	107,439	107,439	107,439	107,439	107,439	107,439	107,439	107,439	107,439
Environmental Protection	-	-	0	0	0	0	0	0	0	0	0	0	0
Waste Management	-	-	0	0	0	0	0	0	0	0	0	0	0
Roads	-	-	0	0	0	0	0	0	0	0	0	0	0
Electricity	5,914,903	492,909	492,909	492,909	492,909	492,909	492,909	492,909	492,909	492,909	492,909	492,909	492,909
Sports & Recreation	1,182,961	98,580	98,580	98,580	98,580	98,580	98,580	98,580	98,580	98,580	98,580	98,580	98,580
Buildings	1,009,860	84,155	84,155	84,155	84,155	84,155	84,155	84,155	84,155	84,155	84,155	84,155	84,155
Engineering Services	2,428,799	202,400	202,400	202,400	202,400	202,400	202,400	202,400	202,400	202,400	202,400	202,400	202,400
<b>Total Monthly Projections of Opex (Balanced to Cash Flow)</b>	<b>26,856,474</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>	<b>2,238,040</b>



**MONTHLY PROJECTIONS OF CAPITAL EXPENDITURE BY GFS VOTES (GOVERNMENT FINANCIAL STATISTICS)**

	FULL YEAR ESTIMATES	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
		Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R	Capex R
Executive & Council	180,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Finance & Admin	9,000	0							9,000				
Planning & Development	-	0											
Health	-	0								0	0	0	0
Community & Social Services	-	0											
Housing	-	0											
Public Safety	-	0											
Environmental Protection	-	0											
Waste Management	-	0											
Roads	6,297,000	490,000	500,000	530,700	530,700	530,700	530,700	530,700	530,700	530,700	530,700	530,700	530,700
Electricity	-												
Sports & Recreation	25,000	0	0	0	0	0	0	0	25,000	0	0	0	0
Other	-												
<b>TOTAL EXPENDITURE BY GFS VOTES</b>	<b>6,511,000</b>	<b>505,000</b>	<b>515,000</b>	<b>545,700</b>	<b>545,700</b>	<b>545,700</b>	<b>545,700</b>	<b>545,700</b>	<b>579,700</b>	<b>545,700</b>	<b>545,700</b>	<b>545,700</b>	<b>545,700</b>

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
BASIC SERVICE DELIVERY	Building control	To provide efficient and effective building control services	% of building plans approved	Building statistics report	Quarterly	10	25%	50%	75%	100%	ENGINEERING SERVICES
	Cemetery	To establish, conduct and control cemeteries and burials	Number of burial plots still available in cemeteries	Physical count	Annually	500	0	0	0	500	ENGINEERING SERVICES
	Mechanical Workshop	To maintain Council's vehicle fleet in a working condition	Number of vehicles serviced within the approved budget	Income and Expenditure Report	Annually	56 vehicles	14	14	14	14	ENGINEERING SERVICES
	Electricity	To maintain the provision of basic level of electricity to all households	Number of households in Emadlangeni licensed area with access to a basic level of service where the Municipality is the supplier	Finance system total number of customers	Annually	1005	1005	1005	1005	1005	ENGINEERING SERVICES
		To supply electricity in our license area within the laws and regulations	Extent of compliance with electricity laws and regulations as reported in the annual report to the NERSA	NERSA report	Annually	D/Form submitted	N/A	N/A	N/A	D/form submission	ENGINEERING SERVICES
	Municipal Buildings	To maintain all Council buildings within the budget provided	% of maintenance budget spent	Income and Expenditure Report	Quarterly	16 Establishments	25%	50%	75%	100%	ENGINEERING SERVICES
	Parks and Gardens	To maintain all Council's sidewalks, parks and open spaces	Percentage of relevant budget spend	Income and Expenditure Report	Monthly	All Council owned stands	25%	50%	75%	100%	ENGINEERING SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
BASIC SERVICE DELIVERY	Road and stormwater	To implement the road projects provided on the capital budget within the budget allocated and within the financial year	Kilometers of roads resurfaced as per the capital budget	Budget	Annually	10km	N/A	3km	5km	2km	ENGINEERING SERVICES
		To maintain the roads as per the maintenance budget within the financial year	Kilometers of gravel roads maintained	List of Roads	Annually	20km	N/A	6km	6km	8km	ENGINEERING SERVICES
		To provide and maintain proper road signs and markings as per relevant legislation	% of budget spent to improve and provide road markings and safety signs	Budget	Quarterly	R11 000,00	N/A	50%	75%	100%	ENGINEERING SERVICES
	Street Lights	To maintain streetlights in a good working order	Number of complaints received regarding streetlights and attended to	Complaints register at Engineering Offices	Quarterly	90 complaints	20	20	20	20	ENGINEERING SERVICES
	Waste Removal and Management	To promote and maintain a clean and healthy environment	Number of complaints received and dealt with	Complaint Register at Engineering Offices	Quarterly	24	5	5	5	5	ENGINEERING SERVICES
	Water and sanitation	To ensure client satisfaction / requests handed over to the relevant service provider	Number of complaints / requests received and recorded and forwarded to Uthukela Water	Complaints register at Engineering Services	Annually	198	48	48	48	48	ENGINEERING SERVICES
	Fire Protection	To protect property and life against fire damage	Rand value of property lost through fire	Incident Report	Quarterly	R0	10%	10%	10%	10%	PROTECTION SERVICES
			Number of volunteers that underwent both first aid and fire level 1	Volunteer Register	Annually	1	2	2	2	2	PROTECTION SERVICES
			Number of volunteers available	Volunteer Register	Annually	2	8	N/A	N/A	2	PROTECTION SERVICES

BASIC SERVICE DELIVERY	NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
								2009/2010				
	Q1	Q2	Q3	Q4								
	Traffic Control	To promote road safety and education	% decrease/increase in traffic accidents	Monthly reports	Quarterly	0	5%	5%	5%	5%	PROTECTION SERVICES	
			Number of scholar patrols supported	Monthly reports	Annually	3	3	N/A	N/A	N/A	PROTECTION SERVICES	
	Facilities and halls	To provide, manage and maintain Council facilities and halls	Number of applications for use of Council facilities declined	Booking register	Quarterly	0	0	0	0	10%	CORPORATE SERVICES	
	Libraries	To deliver effective, efficient and sustainable library service in accordance with the needs of the community	Rand value of books lost, stolen or not returned	Income and expenditure report	Annually	0	15%	15%	15%	15%	CORPORATE SERVICES	
			Number of items issued by libraries	Library register	Annually	2875					PROTECTION SERVICES	
	Museum	To facilitate museum services in accordance with the needs of the community	Number of reports submitted to council	Visiting register	Annually	0	1	1	1	1	CORPORATE SERVICES	

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource	To manage Council's Human Resources and to compile and adopt appropriate policies	% of approved posts filled overall and per department	Council Resolution	Annually	6%	N/A	N/A	80%	N/A	OFFICE OF THE MUNICIPAL MANAGER
			Progress made with the adoption of HR policies	Council Resolution	Quarterly	0	2	5	5	Review all policies by 2009/2010	CORPORATE SERVICES
		To ensure that the Department has the necessary staff available with the required skills	% staff turnover (excluding finance interns)	Human Resources Reports	Annually	11%	N/A	N/A	N/A	11%	CORPORATE SERVICES
			Number of interns trained and capacitated	Human Resources Reports	Annually	3	4	4	4	4	CORPORATE SERVICES
			Number of staff trained in line with the WSP	Human Resources Reports	Annually	5	4	4	4	4	CORPORATE SERVICES
	Employment Equity	To implement the Employment Equity Plan of the Municipality	% employed in the three highest levels of management who are PDI (race)	Input	Annual	85%	N/A	N/A	N/A	85%	OFFICE OF THE MUNICIPAL MANAGER
			% employed in the three highest levels of management who are PDI (gender)	Input	Annual	20%	N/A	N/A	N/A	20%	OFFICE OF THE MUNICIPAL MANAGER
	Legal Services	To enforce Council's bylaws	Number of complaints received about the non-enforcement of Council's bylaws	Complaints Register	Monthly	15	3	3	3	3	CORPORATE SERVICES
		To promulgate our draft bylaw	Progress made with promulgated bylaws.	Council Resolution	Annually	Adopted by-laws (2007/2008)	N/A	N/A	N/A	100% promulgated	CORPORATE SERVICES
	Committee Administration	To ensure that all agendas are distributed timeously as per Council's standing rules of orders	% of agendas sent out in terms of standing rules of order	Agenda Distribution Book	Quarterly	100%	100%	100%	100%	100%	CORPORATE SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	General administration	To comply with all relevant national and provincial guidelines in dealing with all Council records	Extent of compliance of Council's registry with guidelines from National Archives	Daily file	Quarterly	Zero-System	N/A	Fully, functional automated archive system	N/A	N/A	CORPORATE SERVICES
	IT	To source funding to upgrade the server room as per specifications.	Progress made with sourcing funding for the server room.	Specifications as per IT specialist.	Quarterly		N/A	N/A	100%	N/A	CORPORATE SERVICES
	Policies	To develop policies and procedures for the municipality	Development and adoption of policies as per prioritized list	Council Resolution	Annually	DBSA assisted with reviewable of 20 policies)	N/A	N/A	N/A	Review policies	CORPORATE SERVICES
	EEP	To implement the Employment Equity Plan of the municipality	EE Plan reviewed and updated annually	Council Resolution	Annually	A reviewed EEP for 2009/2010		100%		Review EEP for 2009/2010	CORPORATE SERVICES
	WSP	To develop and implement the Workplace Skills Plan by 2010	WPSP compiled and adopted by Council	Council Resolution	Annually	Adopted 2008/2009 WSP	N/A	N/A	N/A	Adopted 2009/2010 WSP	CORPORATE SERVICES
	Security	To maintain the alarm system	Progress made in maintaining	Insurance claims	Annually	0	10%	10%	10%	10%	CORPORATE SERVICES
	Batho Pele	To develop the Batho Pele policy	Progress made with the development of the Batho Pele policy.	Council Resolution	Quarterly	0	N/A	N/A	Policy work shopped with all stakeholders	Adopted by 2010	OFFICE OF THE MUNICIPAL MANAGER
		To induct Councillors and staff on the code of conduct	Progress made with induction of the code of conduct	Minutes of induction session	Annually	0	N/A	N/A	Code of conduct work shopped with al stakeholders	100%	OFFICE OF THE MUNICIPAL MANAGER
	HR Practices	To conduct monthly staff meetings	Number of meeting held annually	Minutes of staff meetings	Quarterly	0	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER
		To review the Delegation Policy	Adoption of Delegation Policy	Council Resolution	Annually	Established policy	N/A	Council is work shopped	N/A	Council adopts the policy	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Working Relations	To strengthen relationships between administration and council and its committees	Progress made in conducting team building sessions	Minutes of the team building workshop	Annually	0	N/A	N/A	Council, Administration and committees work shopped	N/A	CORPORATE SERVICES
	Reporting and recommendation	To have the recommendation and reporting template approved	Approving the reporting and recommendation template	Minutes of the reports made	quarterly	0				Review the template.	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
LOCAL ECONOMIC DEVELOPMENT	Game Farm	To create local tourism facilities and amenities	Frequency of report on game and caravan park submitted to Council	Relevant Council Committee.	Monthly	10 reports	2	3	3	2	ENGINEERING SERVICES
	Town Planning	To regulate and to facilitate development in a harmonious manner	Number of town planning applications dealt within the statutory timeframes	Copy of application	Annually	8	2	2	2	2	ENGINEERING SERVICES
			Average number of days to process and approve applications for land development	Copy of application	Annually	90 days	N/A	N/A	N/A	90	ENGINEERING SERVICES
	Skills Development	Ward projects	100% of money spent on delivery of ward projects	Income and Expenditure Report	Quarterly	60000	0	30%	60%	10%	OFFICE OF THE MUNICIPAL MANAGER
		To develop local suppliers	Number of workshops held to develop suppliers	Minutes of workshops held.	Quarterly	0		1	1		CORPORATE SERVICES
	Investment	To promote investment attraction	Number of meetings held with perspective developers	Minutes of meetings	Bi-Annually	0	0	1	0	1	OFFICE OF THE MUNICIPAL MANAGER
	Farming	To facilitate the provision of seeds and fertilizers to subsistence farmers	Number of requests sent to the departments	Reports	Quarterly	0	0	11	11	11	OFFICE OF THE MUNICIPAL MANGER
	Employment	To establish partnership with LED institutions	Number of meetings held with LED Institutions	Minutes of meetings	Bi-Annually	0	0	1	0	1	OFFICE OF THE MUNICIPAL MANAGER
	Youth development	To facilitate the approval of youth development strategy.	% progress made with the approval of the development strategy	Council Resolution	Annually	0	0	0	0	100%	OFFICE OF THE MUNICIPAL MANAGER



NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Asset and Liability Management	To compile an updated register of all Council assets	% progress made by BTO with compilation of asset register	Annual Register Report	Quarterly	50% updated	12,50%	12,50%	12,50%	12,50%	BUDGET AND TREASURY OFFICE
	SDBIP	Submit Service Delivery and Budget Implementation Plan (SDBIP) and quarterly reports to Council	Prepare and submit SDBIP within specified timeframe as per MFMA from progress within 30 days from end of each quarter	Actual SDBIP Document	Annually	SDBIP submitted within 14 days of approval of budget.	Report	Report	Report	SDBIP submitted in 14 days	OFFICE OF THE MUNICIPAL MANAGER
	Budget Performance	To meet the MFMA budget process requirements	Compilation and adoption of an annual budget process plan (sec 21)	Council resolution	Annually	Process Plan adopted for 2010/11 financial year	Budget Process Plan adopted before 30 August 2009	N/A	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER
		To monitor the financial viability of the Emadlangeni Municipality	Cost coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B+C)/D) (see reviewed figures)	Income and Expenditure Report	Annually	74%	20%	20%	20%	20%	BUDGET AND TREASURY OFFICE
			Debt coverage as defined in the Municipal Planning and Performance Management Regulations (2001) A=(B-C)/D) (see reviewed figures)	Income and Expenditure Report	Annually	97.85%	24	24	24	24	BUDGET AND TREASURY OFFICE
			Outstanding Service Debtors to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001) (A=B/C) (see reviewed figures)	Income and Expenditure Report	Annually	1	1	1	1	1	BUDGET AND TREASURY OFFICE
	Cash Management and Investments	To monitor Council's investment portfolio on a regular basis	% growth in Council's investment portfolio	Investment Register	Annually	0%	5%	0%	2.5%	BUDGET AND TREASURY OFFICE	

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Financial Management	To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	44%	36%	36%	36%	36%	BUDGET AND TREASURY OFFICE
		To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	44%	36%	36%	36%	36%	CORPORATE SERVICES
		To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	44%	36%	36%	36%	36%	ENGINEERING SERVICES
		To pay creditors within 30 - 60 days	Creditors days	Expenditure Management Report	Monthly	60 day	30 days	30 days	30 days	30 days	BUDGET AND TREASURY OFFICE
		To pay salaries and returns related thereto timeously	Extent to which payment and return deadlines have been met	Salary Management Report	Monthly	7 days before month end	7 days before month end	7 days before month end	7 days before month end	7 days before month end	BUDGET AND TREASURY OFFICE
	Financial Statements	To meet the MFMA requirements re financial statements	Meeting the deadlines for the completion and submission via Office of the MM of financial statements to the Auditor-General	Financial Statements	Annually	31 August	Submitted by 31 August 2009	N/A	N/A	N/A	BUDGET AND TREASURY OFFICE
	Financial Stability	To facilitate the approval of the cost cutting strategy	% progress made towards the approval of the strategy	Council Resolution	Quarterly	0	0	50%	100%	N/A	BUDGET AND TREASURY OFFICE
	Financial stability	To review the financial delegation authority	% progress made towards the review of the delegation authority	Council Resolution	Annually	Established plan	Council is work shopped	N/A	Council adopts plan	100%	BUDGET AND TREASURY OFFICE
	Goods and service delivery	To review the supply chain policy and report to council monthly	Number of reports submitted to Council	Council resolution	Monthly	0	0	50%	75%	100%	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	MFMA Reporting requirements	To meet all the legal financial reporting requirements	Extent to which all reporting deadlines have been met	Financial report	Monthly / Quarterly & Annually	External reports submitted	Reports submitted as per MFMA deadlines	Reports submitted as per MFMA deadlines	Reports submitted as per MFMA deadlines	Reports submitted as per MFMA deadlines	BUDGET AND TREASURY OFFICE
	Revenue Management	To effectively collect revenue	% collection against amounts raised for rates & Taxes	Rates & Taxes Reports	Quarterly	5% is the current collection rate, it ideally should be 95%	50%	50%	80%	100%	BUDGET AND TREASURY OFFICE
		To manage the implementation of the Property Rates Act	Report on the progress made with the implementation of the Property Rates Act (as reported by service provider)	Reports	Quarterly	Monthly reports from HSK Simpson	50%	80%	90%	100%	BUDGET AND TREASURY OFFICE
				Reports	Quarterly	Monthly reports from HSK Simpson	50%	80%	90%	100%	ENGINEERING SERVICES
		To monitor and manage the growth in debtors	% growth in debtors	Reports	Quarterly	95%	80%	50%	30%	5%	BUDGET AND TREASURY OFFICE
		To monitor the extent of bad debt	Debtors as a % of income	Reports	Quarterly	15%	10%	5%	5%	5%	BUDGET AND TREASURY OFFICE
		To retain the financial viability of the municipality	Average debtors period	Reports	Quarterly	186 Days	120	90	60	60	BUDGET AND TREASURY OFFICE
		To send out timeously consumer accounts	Extent to which account and other deadlines have been met	Generate Accounts	Monthly	12	9	9	9	9	BUDGET AND TREASURY OFFICE
	Statutory Funds backed by cash	To monitor the effective working of the statutory funds	Statutory funds backed by internal loans, investments, investment debtors and bank	Reports	Annually	Annual Report	N/A	N/A	N/A	Full report with Financial Statements	BUDGET AND TREASURY OFFICE

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Licensing	To ensure that all vehicles are licensed	Number of unlicensed vehicles prosecuted	Monthly reports	Quarterly	30	5	5	5	5	PROTECTION SERVICES
	Testing Station	To test and issue licences	Number of licences issued	Monthly reports	Quarterly	28	185	185	185	185	PROTECTION SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	IDP	The preparation of an IDP within the prescribed legal guidelines.	Adoption by Council of an reviewed IDP in terms of the deadlines laid down in the IDP process plan.	Council Resolution	Annually	N/A	N/A	N/A	N/A	IDP approved before the end of June 2010	OFFICE OF THE MUNICIPAL MANAGER
			Rand value of funding secured for the review of the IDP		Annually	0	25%	25%	25%	25%	OFFICE OF THE MUNICIPAL MANAGER
			% of capital budget spend on projects as set out in the IDP.	Income and expenditure report.	Annually		25%	25%	25%	25%	OFFICE OF THE MUNICIPAL MANAGER
	Customer Satisfaction	To ensure client satisfaction	Number of complaints received and responded to	Complaints register at reception	Quarterly	0	10	10	10	10	OFFICE OF THE MUNICIPAL MANAGER
	Annual Report	Preparation of annual report	Adoption by Council	Council Resolution	Annually	1			100%		OFFICE OF THE MUNICIPAL MANAGER
	Public Participation	To facilitate public participation in all council activities	Number of ward committee meetings held	Minutes of the meetings	Annually	12 meetings per year	3	3	3	3	OFFICE OF THE MUNICIPAL MANAGER
			Decrease the number of the Ward Committee vacancies	Ward Committee report from ward	Quarterly	12	0	N/A	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER
			To keep the general public informed of all Council activities and initiatives	% of Council agendas and minutes made available to the public at the library	Register	Quarterly	50% of the minutes are available	Minutes at the library	Minutes at the library	Minutes at the library	Minutes at the library
	Customer satisfaction	To ensure client satisfaction	Number of complaints received and responded to	Complaints register at Engineering Offices	Quarterly	93	24	24	24	24	ENGINEERING SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	BASELINE	TARGET				RESP. DEPT
							2009/2010				
							Q1	Q2	Q3	Q4	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Public Safety	To ensure the enforcement of bylaws	% decrease in the contraventions of bylaws	Monthly reports	Quarterly	100	5%	5%	5%	5%	ROTECTION SERVICES
	Communication Policy/Strategy	The review of a municipal communication policy and plan by 2009.	Adoption by Council of communication policy and plan	Council Resolution	Annually	Established plan	Council is workshopped	N/A	Council adopts plan.	N/A	CORPORATE SERVICES
	Service Delivery	To approve the recognition system for best performers	Adoption by council of the system	Council Resolution	Annually	No system	Council is work shopped	N/A	Council adopts the recognition system	N/A	OFFICE OF THE MUNICIPAL MANAGER
		To assist the community even during lunch times	% progress made towards commitment	Council resolution	Annually	0	N/A	Adoption by council	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER
		To improve service delivery	Number of telephone rings	Complaints register	Bi-Annually	0	3	3	3	3	CORPORATE SERVICES
		To ensure that all employees and councillors wear name badges as per approved budget	% Progress made in making name tags	Name tags are made	Annually	0	N/A	N/A	N/A	100%	CORPORATE SERVICES
	Community health, welfare and productivity	To develop an HIV/AIDS strategy	% on development of the strategy	Council Resolution	Annually	0	N/A	N/A	N/A	Review strategy	OFFICE OF THE MUNICIPAL MANAGER
		Indigent policy reviewed	% Progress made with the review of the indigent policy	Council Resolution	Annually	1	Council is work shopped	0	0	100%	BUDGET AND TREASURY OFFICE
		Indigent register updated bi-annually	% Progress with the upgrade of the indigent register	Indigent register	Annually	1	0	0	0	100%	BUDGET AND TREASURY OFFICE

## **SERVICE DELIVERY BY WARD**

### **INTRODUCTION**

MFMA Circular Number 13 of National Treasury states that the SDBIP should include the ward information for expenditure and service delivery. The circular attempts to provide community and councillors with a further break down of information on services into municipal wards.

This section provides a detailed break down of capital projects for each ward indicating the department that is responsible for the project. Included are also the start date and the end date of the project. Furthermore, this section provides municipality wide projects. Municipality wide projects are those projects that cannot be pinned down to a specific ward, the projects are cross boundary and have a municipality wide impact.

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## WARD INFORMATION FOR EXPENDITURE AND SERVICE DELIVERY 2009/2010

### PROJECT CATEGORY : INFRASTRUCTURE DEVELOPMENT:ROADS & PAVEMENTS

PROJECT NAME	WARD	PROJECTS OBJECTIVES	QUARTER 1		QUARTER 2			Q
			INPUT/ RESOURCES	OUTPUT/ ACTUAL TO DATE		INPUT/ RESOURCES	OUTPUT/ ACTUAL TO DATE	
			TO BE UTILIZED			TO BE UTILIZED		
<b>SPECIFY : PROJECT</b> Rural roads upgrade		Infrastructure & Services						
Ward project	1	Sercive Delivery	Internal Funds					
Ward Project	2	Service Delivery	Internal Funds					
Ward Project	3	Service Delivery	Internal Funds					
Ward Project	4	Service Delivery	Internal Funds					

## FINANCIAL OVERVIEW

### BUDGET IMPLEMENTATION PLAN FOR 2009/10

## INTRODUCTION



In terms of Section 71 of the Municipal Finance Management Act, the accounting officer must not later than 10 days of the working day after the end of each month submit to the mayor and the relevant provincial treasury a statement on the state of the municipalities' budget.

This chapter demonstrates the municipality's month by month spending plan for the 2009/10 approved operating and capital budget.

The Emadlangeni municipality has approved an operation expenditure of R 26 856 474 and revenue amounting to R 33 231 804, with the net operating surplus amounting to R -78 330.

### **MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE**

The Emadlangeni Municipality's anticipated revenue for 2009/10 amounts to R33 231 804. The income is attributable by the following sources of income

- Electricity
- Property rates
- Refuse
- Subsidies
- Fines and Licenses
- Other

Table below provides a summary of monthly cashflow projections per each revenue source.

### **4.3 MONTHLY PROJECTION OF OPERATING EXPENDITURE AND REVENUE FOR EACH VOTE**

The total operating expenditure for 2009/10 amounts to R 26 856 474, split between the following municipal votes.

## **Administration**

- Office of the Mayor
- Office of the Municipal Manager
- Budget and Treasury Office
- Department of Corporate Services
- Department of Engineering Services

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